



*Report to the
Auburn City Council*

Information Item

6
Agenda Item No.

City Manager's Approval

To: Mayor and City Council Members
From: Mark D'Ambrogi, Fire Chief
Date: March 23, 2009
Subject: Fire Department 2009 Strategic Re-organization Plan

The Issue

Shall the Council authorize, by resolution, the Fire Chief to implement the Auburn City Fire Department 2009 Strategic Re-organization Plan?

Conclusion and Recommendation

Staff recommends the Council, by resolution, authorize the Fire Chief to implement the Auburn City Fire Department 2009 Strategic Re-organization Plan.

Background

The fire department began the strategic planning process towards the later part of 2008. The 2009 Auburn City Fire Department Strategic Plan is intended to identify the most efficient and cost effective ways to deliver services with the resources provided. To facilitate the planning process a re-organization of the fire department has been proposed to best implement the Strategic Plan. The Strategic Re-organization Plan focuses on the mission, goals, and priorities while taking into consideration the resources allocated to the department. In addition, the economic climate has and will continue to provide challenges and this re-organization plan is intended to provide opportunity on how to best accomplish objectives with limited resources and funding.

The re-organization process begins with the elimination of the Battalion Chief position. Two individuals currently in these positions will retire. These positions will not be filled and this work schedule for the fire department will not be used at this time. The current "shift" schedule will be used

exclusively in the fire department; excepting the Fire Chief position. Three (3) Fire Captains will be assigned to function in the capacity of Duty Officer of which will consist of emergency response, command and control, and administrative duties. Each Fire Captain will be assigned to a shift and oversee the daily operations of all fire department activities and fulfill administrative duties under the direction of the Fire Chief. Three (3) Firefighter/Engineers will be assigned as Station Officers responsible for station operations and engine company personnel. The Station Officer will report directly to the Duty Officer. Typical daily engine company staffing will consist of the Station Officer, Firefighter/Engineer, and Relief Firefighter (volunteer personnel).

With the “move-up” of the Fire Captain to the Duty Officer responsibilities, qualified volunteer firefighting personnel will be eligible to “back-fill” the vacant third spot on the engine company each work period. This position is referred to as the “Relief Firefighter”, a part time, non-benefited, hourly compensated position. This position is currently being used in the fire department to assist in off-setting costs associated with vacation and sick leave of full time personnel. A job description has been revised specifically for this position since it will now become an integral part of daily operations. This job description, as approved, will be implemented and placed into the fire department Policy & Procedure Manual.

Personnel performing Duty Officer responsibilities and Station Officer duties will receive a 5% special assignment and or out-of-class pay according to the Auburn Firefighter’s Association MOU. This has been and continues to be standard practice for all personnel performing outside of their designated responsibilities.

In essence, the Auburn City Fire Department Strategic Re-organization Plan eliminates two positions and the work schedule at the “mid-management” level, moves up existing fire department personnel into “next-step” positions, and allows qualified volunteer firefighting personnel to function as engine company personnel in a part-time capacity.

Alternatives Available to Council; Implications of Alternatives

1. Authorize the Fire Chief to implement the Strategic and Re-organization Plan;
2. Take no action; the current structure of the fire department would remain as it is today.

Fiscal Impact

Implementation Period: There are minor costs that will occur to implement this plan. Mostly in the area of personnel protective equipment; safety gear for personnel, and some minor station supplies. This is primarily a result of an increase to the volunteer firefighting force and utilizing volunteer personnel in a greater capacity at the station level. All potential costs for this initial implementation can and will be borne out of the current remaining budget for the fire department.

Short/Long Term Period: Short and long term will potentially produce reduced overall costs in personnel and benefits. This is attributed to the elimination of the Battalion Chief position and the use of part time personnel at the engine company level. No other fiscal impacts have been identified as a result of implementing this plan.



Mark D' Ambrogi
Fire Chief

Attachments:

2009 Strategic Re-organization Plan
Volunteer Firefighter; Revised job description
Relief Firefighter; Revised job description

COPIES OF THE AUBURN CITY FIRE DEPARTMENT 2009
STRATEGIC RE-ORGANIZATION PLAN MAY BE OBTAINED FROM
THE FIRE CHIEF'S OFFICE.



**2009
Strategic Re-organization
Plan**

**Auburn Fire Department
2009 Strategic Reorganization Plan**

Contents

<u>Description</u>	<u>Page</u>
Overview	2
Mission	3
Mission/Vision Statement	3
Goals	3
2009 Strategic Priorities	4
2009 Strategic Objectives	5
2009 Tasks to Achieve Strategic Objectives	6
Definitions	9
Reorganization Assignment	10
Reorganization Structure (Chart)	11

Auburn Fire Department 2009 Strategic Reorganization Plan

Overview

This document has been established in an effort to achieve reorganizational strategies for the Auburn City Fire Department for the next 1-5 years. In developing such strategies aspects of the fire department were evaluated to include; personnel, staffing, budgeting, emergency service delivery, and other services provided. In doing so, the Mission, Mission/Vision Statement, and Goals were reviewed of which produced 2009 Strategic Priorities, Strategic Objectives and Tasks to Achieve Strategic Objectives, the basis of which the Fire Department functions.

The intent of this Strategic Plan is to identify the most efficient and cost effective way to deliver services with resources provided.

Much of this Strategic Plan is focused on basic principals of effective management that include:

- Delivery of critical essential services.

- Focus on the priorities that will offer the organization clear direction.

- Retain and develop top talent.

- Align the workforce around key goals.

- Offer new challenges, training and valuable experiences to personnel.

- Reduce costs and control spending.

- Refrain from across-the-board cutbacks.

- Create a positive vision and attitude that acknowledges reality.

- Create an environment for succession planning.



Our Mission:

The Auburn City Fire Department is dedicated to the protection of life, property, and the environment as an emergency services provider.

Our Mission/Vision Statement:

The Auburn City Fire Department, with dedication and tradition for over 150 years, continues to strive professionally and efficiently to respond to emergencies and calls of need, to provide public education, promote prevention, and protect the lives and property of all those we serve with pride and honor.

Our Goals:

- The Auburn City Fire Department will provide emergency response services of the highest quality.
- The Auburn City Fire Department will continue to develop an organization to effectively administer and manage fire department resources.
- The Auburn City Fire Department will provide personnel with opportunities to enhance performance and support their abilities to meet challenging responsibilities.
- The Auburn City Fire Department will work with other City Departments and agencies to strengthen service opportunities and develop working relationships beneficial to our community.
- The Auburn City Fire Department will be accountable to our community and serve as a resource for the community.
- The Auburn City Fire Department will provide additional services to the community that foster educational awareness, emergency preparedness and economic and cultural growth.



**Auburn Fire Department
2009 Strategic Priorities**

1. Provide emergency services that meet the needs of the community.
Supporting needs for priority:
 1. Apparatus and equipment in top functioning condition
 2. Training and professional development at all personnel levels
 3. Contractual agreements in place for additional resources (Wild land contract and Dispatch contract)
 4. Participation in the Placer County Auto-Response Plan
 5. Participation in the Statewide Fire Mutual Aid System

2. Provide Fire Department services that directly impact economic development within the City.
Supporting needs for priority:
 1. Participation in the Planning process
 2. Plan review and approval
 3. New development inspections

3. Provide Fire Department services to benefit the community.
Services include:
 1. Weed abatement
 2. Vegetation/fuels management
 3. Public Education
 4. Inspection program
 5. GIS information data gathering



2009 Strategic Objectives:

- Deliver emergency services at a level equal to current service levels with the resources available.
- Maintain all fire department equipment and apparatus in a readiness state at all times.
- Provide fire department programs and services that directly impact economic development; development planning processes, plan review, inspections services, and Fire Plans for Development.
- Promote personnel training and professional development to include:
 - ✓ Succession Planning
 - ✓ Officer Development
 - ✓ Driver/Operator
 - ✓ Volunteer Relief Program
 - ✓ Volunteer FF Program
- Maintain a fiscal and efficient operation at all times through process and procedure.
- Actively participate and support community events and activities.
- Provide oversight and implementation of fuel programs such as; Weed Abatement, The American River Canyon Shaded Fuel Break, and Open Space (HOA's) Fire Plans, within the capabilities of the organizations resources.
- Evaluate the potential of "inter-City" department resource use for fire department related projects and services.



2009 Tasks to Achieve Strategic Objectives:

- Deliver emergency services at a level equal to current service levels with the resources available.
 - 1. Identify a Duty Officer Schedule
 - 2. Identify daily staffing on engine
 - 3. Evaluate Auto-aid plans with other fire agencies
- Maintain all fire department equipment and apparatus in a readiness state at all times.
 - 1. Identify responsible officer to oversee vehicle maintenance and repair program
 - a. Preventative maintenance
 - b. Repair
 - i. Coordinate with yard mechanic
 - ii. Implement established procedures for maintenance and repairs
- Provide fire department programs and services that directly impact economic development; development planning processes, plan review, inspections services, and Fire Plans for Development.
 - 1. Attend DRC weekly reviews
 - 2. Participate with Community Development in development meetings
 - 3. Continue interaction with members of the public on development standards
 - a. Office appointments
 - 4. Conduct Plan Review and Approval in a timely manner
 - a. Building Plans (Building Dept.)
 - b. Civil Plans (PW)
 - c. Fire Protection Plans (Fire)
 - 5. Conduct site inspections in a timely manner
 - a. Fire systems
 - b. Building Finals
 - c. Hazard Inspections
 - d. State Fire Marshal regulated facilities
 - e. Special Events
 - i. Request for inspection/complaint
 - 6. Complete Fire Plans for Development in a timely manner
 - a. Upon approval from Planning Commission

- Promote personnel training and professional development to include:
 - ✓ Succession Planning
 1. Provide expanded levels of experience to officers
 2. Utilize CSFM Level 2 Classes for training
 - ✓ Officer Development
 1. Continue with the CSFM and NWCG position development curriculums
 - a. Strike Team Leader
 - b. Division Group/Sup
 - c. Safety Officer
 - d. Incident Commander Type 3
 - ✓ Driver/Operator
 1. Provide DO training to all drivers/operators within the organization
 - ✓ Volunteer Relief Program
 1. Stimulate the FF Relief Program
 - a. Provide additional opportunities for personnel to perform in role
 - b. Officers to evaluate and certify qualified individuals as Relief FF
 - ✓ Volunteer FF Program
 1. Enhance the Volunteer Program
 - a. Recruitment/marketing
 - b. Obtain additional PPE and equipment
- Maintain a fiscal and efficient operation at all times through process and procedure.
 1. Identify ways to reduce operating costs
 2. Actively participate in the City Budget Process system
 3. Develop department budget as a "Maintenance Budget" to reflect actual costs of operations
 4. Use processes and procedures for all department purchases
 - a. Requisition Request
 - b. Purchase Order
- Actively participate and support community events and activities.
 1. Continue to be present at community events
 - a. Requested- meet expectations of requesting organization
 - b. Non-requested- positive promotion of the event, the fire department organization, and City as a whole
- Provide oversight and implementation of fuel programs such as; Weed Abatement, The American River Canyon Shaded Fuel Break, and Open Space (HOA's) Fire Plans, within the capabilities of the organizations resources.
 1. Weed Abatement; identify priorities "high profile" areas
 - a. Identify Officer in charge of program
 - b. Identify the process, time frames, and procedures

2. American River Canyon Shaded Fuel Break; privately owned parcels
 - a. Identify Officer in charge of project
 - b. Identify priority needs
 - c. Identify funding needs
 - i. Grant funding available
 - d. Work with other agencies/organizations regarding the Shaded Fuel Break on Public Lands adjacent to the City of Auburn
 - e. Project manager needs to be “open-minded” and look at various options and programs to accomplish desired results
- Evaluate the potential of “inter-City” department resource use for fire department related projects and services.
 1. Identify possible programs/services where other City resources can be utilized to assist in providing:
 - a. Weed Abatement
 - b. Shaded Fuel Break
 - c. Final Building Inspections
 - d. State Fire Marshal regulated facilities
 - e. Hazard Inspections (initial)

**Auburn Fire Department
2009 Strategic Reorganization Plan
Definitions**

Fire Chief-	Chief/Executive Officer of the Fire Department
Duty Officer-	An officer assigned a given work period to perform duties as the command and control officer at significant incidents, act in the capacity of the Fire Chief after hours and in the absence of the Fire Chief, and coordinate emergencies with other City departments and agencies in the absence of the Fire Chief.
Fire Captain-	Officer assigned to a given shift (work period) responsible for operations and emergency response of engine company and engine company personnel. Actively engages in emergency activities. Assumes role of Duty Officer as required. An Officer working directly under the Fire Chief of which performs high administrative and managerial duties and assumes the role of the Fire Chief in his/her absence.
Station Officer-	Officer assigned to a given shift (work period) responsible for station operations and emergency response of engine company and engine company personnel. Actively engages in emergency activities. Assumes role of command and control at emergencies as required.
Firefighter/Engineer-	Personnel assigned to a given shift (work period) performing engine company duties that include driving and operating fire apparatus and actively engages in emergency activities. Assumes role of Station Officer as required.
Relief Firefighter-	Active Volunteer personnel performing duties similar to the Firefighter/Engineer in a part time compensation capacity. Such personnel have attained training levels and certification within the department to qualify for such duties. Relief FF's receiving hourly compensation; no benefits or "job" entitlements are associated with this position. Position is used primarily to fill vacancies of full time personnel.
Volunteer Firefighter-	Personnel performing emergency duties within training capabilities that support and augment the Auburn City Fire Department services. Such personnel are required to meet minimum training qualifications before actively engaging in emergency operations. The requirement of continued training to develop skill levels is a main focus of the volunteer program.

**Auburn Fire Department
2009 Strategic Reorganization Plan
Organizational Structure**

Fire Chief; Admin M-F.	
Captains 3; (1 each shift) 24 hour Duty Officer coverage and administrative work.	
Relief FF's (Part time Volunteer personnel) 1- each shift to augment staffing.	
Position	Number of Positions
Fire Chief	1
Fire Captains	3
Firefighter/Engineers	7
Relief Firefighters	3
Total Personnel:	14.00

Fire Chief:

Perform administrative duties as required. May be required to perform Duty Officer roles in interim basis.

Work schedule: Monday through Friday, normal business hours.

Fire Captains:

Would assume the duties of Duty Officer and perform administrative duties under the direction of the Fire Chief.

Work schedule: 48/96 shift schedule; A, B, & C shift.

Firefighter/Engineers:

Three (3) Firefighter/Engineers would assume the duties as Station Officer. Remaining FFE's to function as designated.

Work schedule: 48/96 shift schedule; A, B, & C shift.

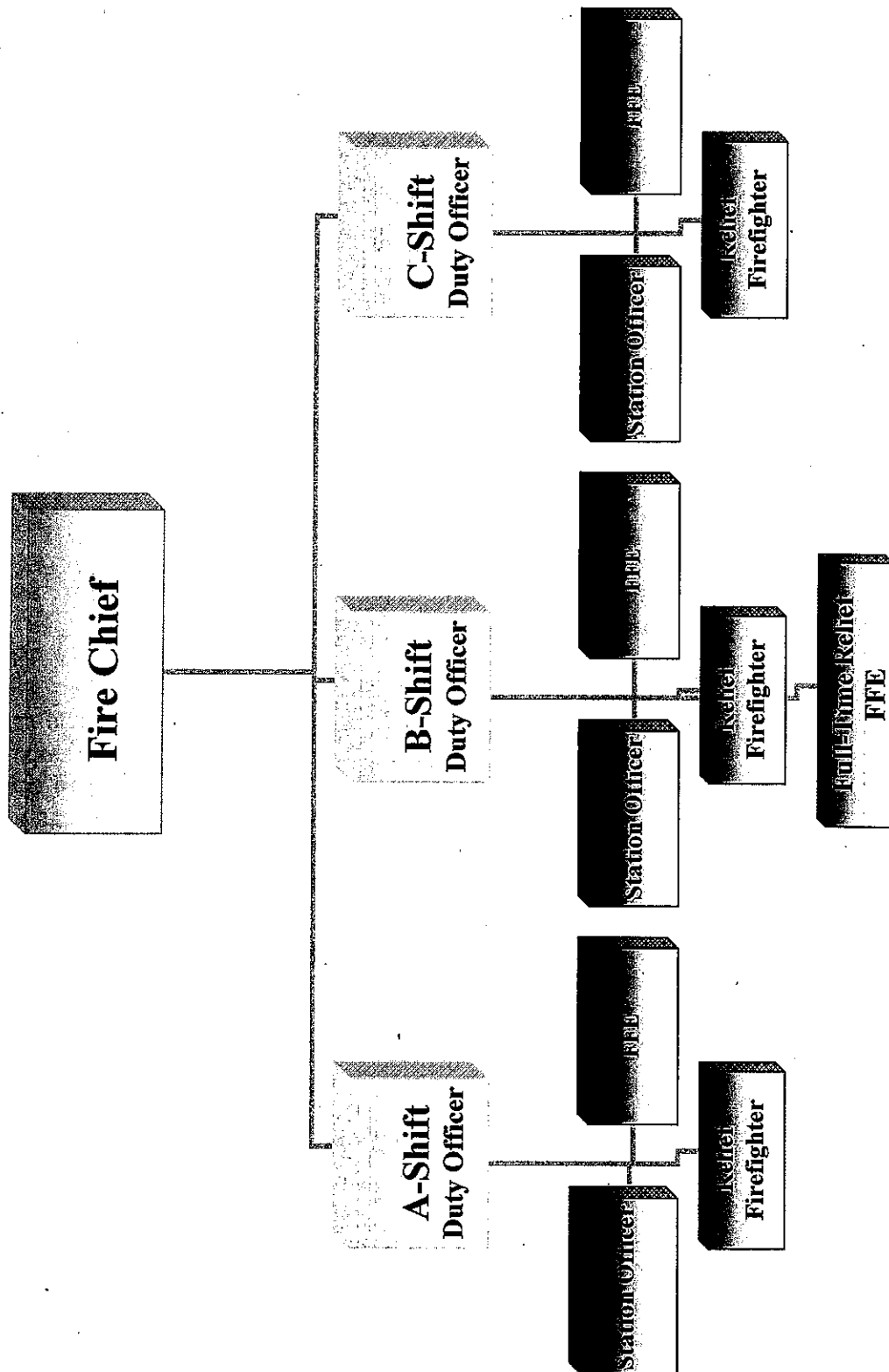
Relief Firefighters:

Qualified volunteer personnel would perform engine company personnel duties as required during assigned work periods.

Work schedule: As assigned to vacant work periods/shifts.

This reorganization is based upon utilizing existing personnel at the engine company level and placing them into additional roles such as Duty Officer coverage and administrative duties. In essence, this structure is based upon existing personnel performing at a higher level than normal, performing additional duties not usually assigned. It also entails participation from the lowest level, volunteer personnel, to be actively involved for this structure to be complete. Although it is a change, the change requires all personnel of the organization to be part of and perform at higher levels and perhaps in different roles. The commonality of this scenario is organizational personnel remain the same, only the roles change, of which may promote higher performance levels.

Auburn Fire Department Re-Organization 2009



FIREFIGHTER, VOLUNTEER

Under direct supervision, a Firefighter will respond and assist in emergency calls for fire suppression, rescue, and emergency medical services; participate in general maintenance, fire prevention and training activities; and do related work as required.

1. Duties

Respond to fire and medical emergencies and follow instructions of superiors on standard procedures in laying hose, advancing and flowing hose lines, using ladders, performing rescue, ventilation, salvage, clean-up work; administer CPR and First Aid; clean, test and maintain equipment; buildings, quarters, and grounds; participate in drills and other training activities; participate in fire prevention inspections. May operate and drive fire apparatus and specialized fire equipment. May also be assigned by the Fire Chief, as Volunteer Officer with additional duties.

2. Qualifications

A Firefighter must meet minimum certification and educational requirements as prescribed by the Fire Department.

A Firefighter must possess the ability to learn the theory and principles of modern fire protection and emergency medical care and rescue; ability to apply knowledge gained in training to practical operation of fire suppression, emergency medical care, rescue and fire prevention tasks; ability to understand training materials, maps, diagrams and schematics; ability to adopt reasonable courses of action under emergency conditions; ability to understand and follow department regulations; ability to prepare simple reports and records; ability to establish and maintain effective relationships with others; the physical ability to perform the essentials of the assigned duties.

3. Special Requirements

- Possession of a current and unrestricted State of California driver's license and ability to obtain proper classification and endorsements for the operation of fire apparatus.
- Meet insurability requirements of Department's liability insurer(s).
- Maintain physical fitness and general medical requirements as prescribed by the Fire Department.

4. Requirements

Firefighters will be required to participate and achieve levels of training and certification as required by Federal, State and Local standards to perform functions as related to a Volunteer Firefighter:

- Completion of a Basic Training Academy as required by the Western Placer County Fire Chief's Association or Equivalent (FF1 certification or completion of an accredited Fire Academy meet or exceed this requirement)
- Certified EMS First Responder and CPR For The Professional Rescuer
- Certified Wildland Firefighter; minimum FFT2, based on NWCG 310-1
- Hazmat First Responder Awareness
- Fire Department Harassment Training
- Completion of Auburn Fire Department Volunteer Check Off Sheet
- Station Officer Approval
- Maintain Satisfactory Personnel Performance Rating per AFD Form FA-82
- Above requirements shall be met within 1 year. Subject to review by the fire chief.

RELIEF FIREFIGHTER

Under direct supervision, the Relief Firefighter is assigned to the fire engine for an assigned work period to assist in reducing additional costs associated with vacation, sick, and other leave of full time personnel. The Relief Firefighter will perform duties under the direction of the Station Officer.

1. Duties:

Respond to fire and medical emergencies; follow instructions of superiors on standard procedures in laying hose, advancing and flowing hose lines, using ladders, performing rescue, ventilation, salvage, clean-up work; administer first aid and CPR; clean and maintain equipment, buildings, quarters, and station grounds; participate in drills and other training activities; assist with fire prevention and inspections. May drive and operate specialized fire equipment. May also be assigned additional duties or responsibilities by the fire chief.

2. Qualification:

- Knowledge of modern fire suppression, medical care, rescue, and fire prevention methods.
- Knowledge of the operation, care, maintenance, and repair of fire equipment.
- Knowledge to safely carry out the above duties.
- Ability to establish and maintain effective relationships with others.
- The physical ability to perform the essentials of the duties.
- Possession of an unrestricted State of California driver's license.
- Meet insurability requirement of the department's liability insurer.
- Maintain general medical requirements as prescribed by the department.

2. Requirements:

Relief Firefighter Step A:

- Requirements of Volunteer Firefighter must be met
- Station Officer Approval
- Maintain Satisfactory Personnel Performance Rating per AFD Form FA-82

Relief Firefighter Step B:

Maintain requirements from Step A in addition to-

- FSTEP-Vehicle Extrication
- Certified Wildland Firefighter; minimum FFT1, based on NWCG 310-1
- Annual Emergency Vehicle Operations Course
- FSTEP-Confined Space Awareness
- FSTEP-Hazmat First Responder Operational
- State Fire Marshal Volunteer Training Certificate (self paced)
- Maintain Satisfactory Personnel Performance Rating per AFD Form FA-82
- 1241 Operations Check Sheet

Relief Firefighter Step C:

Maintain requirements from Step A and B in addition to-

- Certified EMT
- FSTEP-Rapid Intervention Crew Techniques
- ICS-200 Basic ICS
- Maintain Satisfactory Personnel Performance Rating per AFD Form FA-82
- 1252 Operations Check Sheet

Relief Firefighter Step D:

Maintain requirements from Step A, B, and C in addition to-

- State Fire Marshal Firefighter I
- FSTEP-Low Angle Rope Rescue Operations
- FSTEP-Basic Emergency Vehicle Operations
- Maintain Satisfactory Personnel Performance Rating per AFD Form FA-82

3. Compensation

The Relief Firefighter, when assigned to fill the duties of the Firefighter/Engineer for a given work period, will be compensated on an hourly basis.

- The hourly compensation rate is the first step (A), hourly base salary rate, of the Firefighter/Engineer Salary Schedule in place at the time work is performed based on the Relief Firefighter compensation schedule.

The following schedule is used to calculate compensation:

Probationary A	Step A	Step B	Step C	Step D
5% of Step A for a Period of 6 months	5% of Step B	5% of Step C	5% of Step D	1 st Step (A) FFE Schedule

4. Benefits

The Relief Firefighter is not entitled to any benefits such as employment entitlement, vacation, sick leave, holiday pay, incentive pay, or other benefits as outlined in the MOU that covers full time members of the fire department or as applies to other "part time" employees within the City.

Accumulated part time hours applied towards full-time employment length of service credit.

- If a Relief Firefighter attains the status of full-time employee in the fire department through a recruitment and testing process, all time worked in "part-time" capacity will be applied to length of service credit.
 - Length of service credit will only be applicable to: vacation accrual, sick leave accrual, and longevity status
- Such "part-time" hours will be applied as appropriate based on the full-time position appointed to.

- 2912 hours equals one (1) service year
- All part time hours will be prorated to determine service credit

5. Evaluation/Probation

All personnel working in the Relief Firefighter program will be subject to evaluation for all periods of work.

- A Probationary Period of six (6) months is established prior to Step A
- Unsatisfactory Personnel Performance Ratings may result in loss of step increase and or reduction in step

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28

RESOLUTION NO. 09-
RESOLUTION AUTHORIZING THE FIRE CHIEF TO IMPLEMENT THE 2009
AUBURN CITY FIRE DEPARTMENT STRATEGIC RE-ORGANIZATION PLAN

THE CITY COUNCIL OF THE CITY OF AUBURN DOES HEREBY RESOLVE:

That the City Council of the City of Auburn does hereby approve the
Auburn City Fire Department 2009 Strategic Re-organization Plan including the
job description for the Relief Firefighter position as used in the plan.

The Fire Chief of the City of Auburn is authorized and directed to
implement the Auburn City Fire Department 2009 Strategic Re-organization
Plan by April 1, 2009.

DATED: March 23, 2009

J.M. Holmes, Mayor

ATTEST:

Joseph G. R. Labrie, City Clerk

I, Joseph G. R. Labrie, City Clerk of the City of Auburn, hereby certify
that the foregoing resolution was duly passed at a regular meeting of the City
Council of the City of Auburn held on the 23rd day of March 2009 by the
following vote on roll call:

Ayes:
Noes:
Absent:

Joseph G. R. Labrie, City Clerk

